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ST-2142

~~CONFIDENTIAL~~ 27 October 1953

MEMORANDUM FOR THE RECORD:

SUBJECT: Planning Discussion for Long-Term Schedule

1. [] met on 26 October 1953 to discuss the development of a long-term schedule for TR(S) courses.

2. The long-term schedule submitted by [] was considered and discussed along with an alternate schedule proposed by []. [] pointed out that [] proposed schedule provided for a break of five weeks following the January offering of Phase II in order that all of the Phase II instructors could attend the 16 February running of the Phase III course [].

3. [] proposed schedule, copies attached, worked out for the calendar year 1954, provides for two features not included in the schedule developed by []. These features are: a three-week break between the January offering of Phase II and the next offering scheduled to start 8 March and a three-week break between Phase III scheduled to start 15 March and the Phase III scheduled for 12 April, with one-week intervals between Phases II and III and succeeding offerings until July where another three-week break is interposed between the June and August Phase II courses, and for a two-week break interspersed between the June and July Phase III programs and a second two-week break between the August and September Phase III program. The September, October and November offerings of Phase II are then scheduled without interruption and the October and November offerings of Phase III are run back to back in order to provide a free period during the last two weeks of December 1954. This schedule also offers solid blocks of weeks interspersed throughout the year, totalling 27 weeks in all during which Phase II and Phase III will be in progress [] and it will be unfeasible to offer the [] This leaves a balance of 25 weeks during the ensuing year during which the specialized courses can be run at []. Considerable discussion took place concerning the features of this long term schedule. The following major factors were isolated as having a direct bearing on the long-term schedule for 1954:

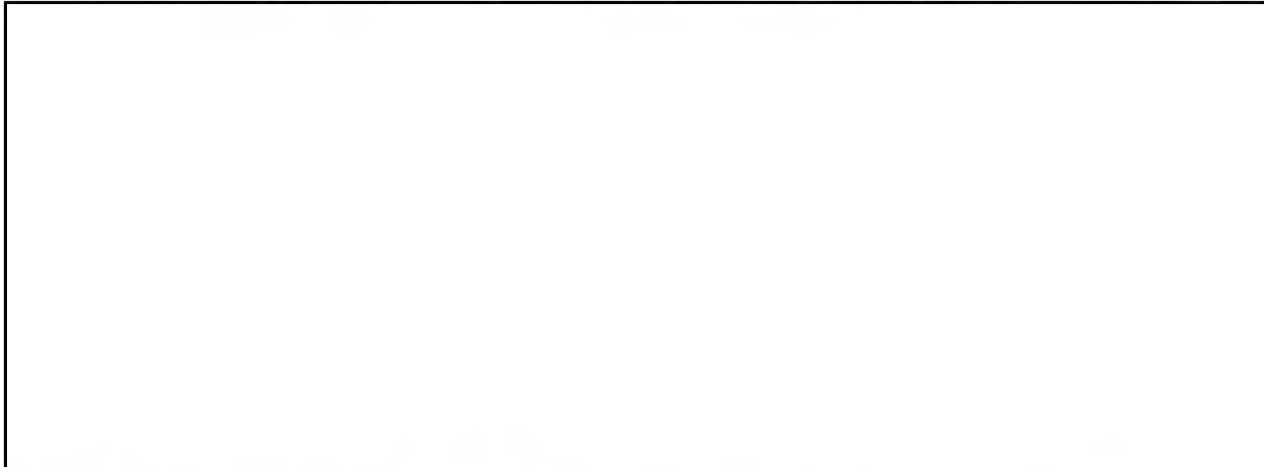
a. It is the desire of the Chief, Basic Training Division, [] to establish a ceiling for Phase III of no more than 50 students while at the same time a ceiling of 75 on Phase II is acceptable. The reasoning behind this is based upon the fact that the bulk of instruction in Phase III is presented on a seminar basis and a seminar group of 12 students are considered to be the maximum number suitable for this type of instruction. At

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present there are considered to be four regularly assigned instructors for the Phase III staff who are competent to carry out seminar instruction. In addition it was pointed out that the Phase III refresher program designed for DD/P personnel with previous overseas operational experience would in all likelihood siphon off from Phase II a portion of the 75 persons enrolled within the ceiling. It was also recognized that a portion of the Phase II student body will be provided by the Office of Communications, TSS, and DD/P Admin. and that in all likelihood students of this type would not require either Phase III or the Phase II refresher program.



In reference to the long-range schedule proposed by [redacted] it was agreed that if maximum use were made of the facilities [redacted] for Phase II and Phase III programs 75 students could easily be accommodated for alternate runnings of the course with a ceiling of 50 estimated for the intrum cycle. With respect to the instructor competence, it was pointed out that a recent change in the table of organization and a shift of additional instructor positions for the Phase III course would establish a total of 19 instructor positions for Phase II and Phase III alone, and in addition to this staff there are 20 other instructor positions regularly assigned to [redacted]. On the assumption that the specialized programs would not run concurrently with Phase II and Phase III, it was pointed out that a selection of competent instructors could be made from the specialized courses during the running of Phase II and Phase III and thereby permit the running of more than four simultaneous seminars and accommodate a ceiling of 75 in Phase III as well as in the Phase II course of instruction. It was further recognized that in order to make full utilization of the entire instructor staff [redacted] [redacted] for both Phase II and Phase III as well as the [redacted] other courses, a serious effort would be necessary to develop some of the specialized instructors for roles in the basic operations course. However, from a standpoint of career development of the instructor, proper utilization of personnel in this scheme offers advantages over the tight compartmentation of instructors into course groups.

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CONCLUSIONS **CONFIDENTIAL**

It was concluded that [] proposals for long-term schedules should first be reviewed by [] taking into consideration the factors enumerated above. If no objections are interposed by [] should meet with [] and possibly [] on Friday, 30 October, to resolve any differences of opinion concerning the two proposed long-term schedules. If feasible, the long-term schedule should be developed which will provide regularly scheduled breaks of three weeks or longer on a semi-annual or quarterly basis, in order to permit instructors to take annual leave, military leave, and to devote necessary time to review and revision of course material. In this connection it should be recognized that the instructor staff should do long-range planning toward a course which would be responsive to DD/P needs in the event of wartime expansion. Or, do long-range planning toward the development of a course which would provide thorough training in tradecraft and operations in the event that Training at some future date will be permitted to conduct such training on a 12- or 18-month basis rather than the perfunctory 10-week program currently offered.

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It was also concluded that a re-alignment and equalization of instructor responsibilities based on individual competence, operational background and experience can be effected if a long-term schedule is adopted which will provide the maximum number of instructors for Phase II and Phase III during the periods these courses are being offered [] and similarly will afford the best utilization of instructor personnel for the specialized courses offered [] permitting currently assigned Phase II and Phase III instructors to augment the instructor staff for these programs when required.

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